

Repairs Service Scrutiny

Katherine Proctor (Head of Repairs and Investment Delivery):

“The outcomes of the repairs scrutiny have been invaluable in making sure we focus on and deliver what customers really want, not what we think customers want. We continue to use the recommendations of this report to help shape our future repairs service and are making sure that we are held to account for delivering each of the recommendations.

Those involved have provided the platform for working with our customers more closely on shaping all of the services they expect from Yorkshire Housing.”

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Introduction

1.0 At Yorkshire Housing, we're committed to embedding the customer voice across everything we do. In December 2021 we began a scrutiny of our repairs service with our customers. It concluded in March 2022.

The repairs service was chosen because of feedback from our Customer Voice and Review Committee and our Complaints Forum members. Customers from our monthly Complaints Forum highlighted the ongoing prominence of repairs complaints and dissatisfaction with the service. They highlighted issues such as our contractor's standards of service and poor levels of communication. The Customer Voice and Review Committee agreed that a scrutiny review of the repairs service would strengthen the customer voice and promote improvements in the service. It would also highlight what we're doing well in the service.

This scrutiny project feeds into the repairs service co-design project that will begin in summer 2022. The recommendations in this report will shape how our future repairs service operates. It will also ensure that our customers' views are at the heart of the service design.

The Regulator of Social Housing is developing more stringent targets around the service that social housing customers receive.

1.1 Social Housing White Paper

The Social Housing White Paper includes seven key chapters that span across the sector. The proposals that are most relevant to our repairs service and this scrutiny are:

- Chapter 1: To be safe in your home
- Chapter 2: To know how your landlord is performing
- Chapter 3: Effective handling of complaints – complaints dealt with promptly and fairly
- Chapter 5: To have your voice heard by your landlord - satisfaction that their landlord listens to their views and takes notice of them
- Chapter 4: To be treated with respect, backed by a consumer regulator for tenants

- Chapter 6: To have a good quality home and neighbourhood to live in – good quality decent homes

1.2 Tenant Satisfaction Measures

The regulator has also proposed and consulted on new tenant satisfaction measures. Customer satisfaction will be measured on the things that matter most to them including repairs, complaints and safety. The draft tenant satisfaction measures include:

- keeping properties in good repair
- responsive repairs completed right first time
- tenant satisfaction with landlord's repairs and maintenance service.

1.3 Yorkshire Housing Strategies

This scrutiny will help to support the aims in two of Yorkshire Housing's key strategies, our Great Customer Experience Strategy and Homes & Places to be Proud of Strategy.

Great Customer Experience

We want to be Yorkshire's first choice for people who want to rent or buy a home. Our customers expect to receive excellent customer services in all aspects of their lives, this includes Yorkshire Housing and our repairs service. Our customers form an impression and perception of us at each interaction. We want our customers' personal experience of our brand to be positive, customer focused and efficient.

Homes & Places to be Proud of Strategy

We aim to be Yorkshire's landlord of choice providing great homes and services. We will provide high quality, safe and affordable homes that meet existing and new customer expectations, needs and demands.

People Involved

2.0 Customers

Our scrutiny panel of customers consisted of eight existing Customer Voice and Review Committee members and two Complaints forum members. Our customers have chosen to remain anonymous within this report. We want to give a special thank you for the scrutineers' time and dedication to this project.

2.1 Engagement support

Engagement and scrutiny support was provided by:

Joseph Suggitt	Customer Insight and Engagement Advisor
Hollie Hampshaw	Customer Insight and Engagement Advisor
Ellie Edon	Customer Insight and Engagement Graduate
Nicolette Oragwu	Customer Insight and Engagement Support
Susan Godbold	Customer Insight and Engagement Manager
Yvonne Davies	Independent Scrutiny Involvement Expert

2.2 Project sponsors

Martyn Scott	Director of Homes and Places
Katherine Proctor	Head of Repairs and Investment
Alyson Scott	ICT Consultant

2.3 Expertise

We also had valuable subject matter expertise and support from across Yorkshire Housing, as well as outside the business.

Iain Sutherland	Senior Business Change Partner
Matthew Eccles	Resource Planning Manager
Victoria Gallaher	Customer Experience Expert
Tom Burtenshaw	Customer Experience Expert
Sam Martin	PFI Project Manager/Senior HIA Manager
Helen Kerlake	Repairs Manager
Lesley Sharp	Repairs Team Leader
Andrea Tinsley	Business Support Change Leader
Dean Nicholson	Building Services Manager
Richard Hornby	Repairs Team Leader
Richard Burniston	Institute of Customer Service

Aims and Objectives

3.0 The aim of this scrutiny review is to identify the weaknesses that we have in our current repairs service and the strengths that we want to take forward. Both have informed the principles for a new repairs service co-designed with customers. Throughout the scrutiny our customers answered the following questions:

1. What are the factors that make customers satisfied with repairs?
2. Where are our weaknesses in our repairs services that make customers dissatisfied?

These research questions allowed our customers to develop a set of recommendations for shaping the future road map of our repairs service. These recommendations are set out in Section 6. To guide our discussions, we asked our customers to consider three key areas of the repairs service: customer service, our operatives and social purpose.

The customers agreed that the scrutiny did not include reviewing the out-of-hours service or our housing investment programmes for major works (Appendix 1). We made clear any out-of-scope recommendations would still be fed back to the organisation as understanding their experiences is still valuable.

3.1 Benefits

For customers:

- An improved repairs service that meets the needs and satisfaction of our customers
- The opportunity to engage with Yorkshire Housing
- Have their voice heard and acted upon

For Yorkshire Housing

- To be confident that our new service offer will meet the needs and satisfaction of our customers
- To build better and more trusting relationships with our customers
- To meet the targets and indicators set out in the Social Housing White Paper and Tenant Satisfaction Measures

3.2 Risks

In the scrutiny scope, we agreed the following risks:

- Managing customer expectations that fit our transformation goals
- Budget constraints in meeting all desired recommendations
- Keeping aligned to the Regulator of Social Housing and the Social Housing White Paper
- The views expressed by our panel may not be representative of all customers
- The voice of our external contractors was not heard
- Time-intensity may overwhelm or tire our involved group
- Discussions may go out of scope and create out of scope recommendations
- Our satisfaction data is not utilised well internally and isn't transactional. We don't have an internal intelligent feedback mechanism. The scrutiny panel could make assumptions from this data that may be inaccurate.

Methodology

4.0 The repairs scrutiny was completed over four months: December 2021 to March 2022. In total we had seven sessions with customers. Our research and investigative methods throughout these sessions included reviewing data and information; interviewing experts and service leads; and supporting focus group based discussions. In partnership, each of these methods lead to our customers developing recommendations to improve our repairs service (Section 6).

4.1 Reviewing data and information

For many of our sessions, our scrutineers reviewed existing data sets and information. The details of these sessions are in section 5. The engagement team ensured that any complex data sets were reformed into simple formats suitable for a customer audience. They also ensured any data related to Yorkshire Housing customers was anonymised and met our Data Protection and Privacy Policy.

4.2 Interviewing experts and service leads

We aimed to provide our scrutineers access to several teams across Yorkshire Housing, with plenty of space, time and support to ask key questions about the repairs service. Giving open access to these teams allowed us to remain transparent and accountable throughout the process.

4.3 Focus group based discussions

Each session was formed as a focus group. These were largely informal sessions, though some questions were pre-prepared by the engagement team to guide the customers and to keep the discussion topics in-scope. The focus group method enabled open discussions about each session topic and centralised the customer voice in the process. The engagement team acted as moderators to give as much space and time to the customers as possible.

Key minutes were taken for each meeting and recommendations from the customers were highlighted. The sessions were also recorded for internal use. From the minutes, each recommendation given was placed into a spreadsheet. The engagement team then tracked and monitored them throughout the project. We identified each recommendation's problem statement and the opportunity it gives. At the end of the project the final recommendations were reviewed and agreed upon by the scrutineers. They can be found in Section 6.

Our sessions

5.0 This section will outline each of our sessions with the scrutiny panel. Each session contributed to the overall recommendations outlined in section 6.

5.1 CVRC Repairs Scrutiny Special: 7th December 2021

Yvonne Davies facilitated the start of this session. Alongside the engagement team, she supported customers to agree the scrutiny's scope (Appendix 1). Following this, she recapped previous training on effective scrutiny projects to support our customers.

Section two of this session saw Martyn Scott giving an overview of the upcoming repairs co-design project. He explained how this scrutiny project will lead into the co-design of the service from 2022. The session gave the customers the opportunity to share their initial thoughts on what they would like the new service to look like.

In the final hour our customers discussed repeat caller data from our customer experience centre and how this linked to repairs. We invited Matthew Eccles, the CEC Resource planning manager, alongside two CEC Experts Victoria Gallaher and Tom Burtenshaw.

5.2 Complaints Forum Repairs Scrutiny Special: 16th December 2021

This session utilised our existing complaints forum group. They are a group of customers who review our complaints data each month. Working with them, our scrutineers reviewed complaints data related to repairs specifically. Reviewing complaints allowed scrutineers to take forward lessons learnt and suggest improvements for the future service.

Within the session they reviewed:

- Complaints data related to repairs (filtered only for anonymity and GDPR).
- A customer friendly summary report of the raw data. This visually demonstrated complaint trends between our different repairs contractors.

5.3 Customer Satisfaction and Performance Data – 13th January 2022

Our scrutiny group examined our customer satisfaction and performance data. This is data collected by our external partner organisation Explain. The data we reviewed was collected from surveys over the period of April 2021 until October 2021. This was our most recent data set in the 21/22 financial year. We also reviewed year on year, as well as month on month performance data for key measures. The data included both qualitative comments from customers and quantitative scoring. We used this to facilitate an in-depth discussion around what makes customers' satisfied and dissatisfied with our repairs service.

5.4 Virtual visit to Swarcliffe PFI – 18th January 2022

Yorkshire Housing manages repairs on behalf of Leeds City Council at the Swarcliffe estate. We examined their service to gain inspiration and bring forward new ideas about how to improve our repairs service. We met with Sam Martin, Swarcliffe Project Manager. We recognised that there are challenges to replicating the service, such as they are localised to one area, while our repairs service reaches across Yorkshire. Despite this, we still took several learnings that have fed into our recommendations. This session was originally planned as an in-person visit, but was re-shaped due to the pandemic.

5.5 Benchmarking Customer Satisfaction – 10th February 2022

Our scrutiny group met with Richard Burniston from the UKICS (UK Institute of Customer Service) to review Yorkshire Housing's customer satisfaction data. This data was benchmarked against both similar organisations (local services and other housing associations) as well as the customer service sector more widely. This survey is carried out every 6 months and is emailed to a random sample of 5,000 Yorkshire Housing customers. This gave our scrutineers a bigger picture about our standard of service. We highlighted the information related to repairs in order to draw out recommendations.

5.6 Meeting our outsourced repair team – 1st March 2022

The group met our outsourced repairs team. The session began with a presentation delivered by Helen Kerslake and Lesley Sharp about their service: including the challenges faced, opportunities for change and the future vision. Following this, we opened the floor so our customers could ask the team questions. We shaped the session for the team to be as transparent and open as possible. We explored what was going well with the service and where we could improve.

5.7 Meeting our in-house repair team – 8th March 2022

The group met our in house repairs team. The session began with a presentation delivered by Dean Nicholson, Richard Hornby and Andrea Tinsley about their service: including the challenges faced, opportunities for change and the future vision. Following this, we opened the floor so our customers could ask the team questions. We shaped the session for the team to be as transparent and open as possible. We explored what was going well with the service and where we could improve.

Our recommendations

6.0 This section shares the repairs scrutiny recommendations. They are grouped by the three key research areas: customer service, our operatives and social purpose. Within these, they have been themed in order to shape the upcoming repairs co-design project. The themes were developed during our CVRC repairs scrutiny special.

The themes are:

- Community repairs and our localised services
- Requesting a repair and staying in touch
- Independent living and handypersons services
- Customer and landlord responsibilities to repair
- Hours of service and types of repairs
- The service on the doorstep for a great experience

Table 1 is a clear statement of our recommendations, split into each category and theme.

Table 2 gives further details for each listed recommendation. This includes the problem statement, our opportunity for positive change and the customer stories behind each recommendation – including quotes.

6.1 – Table 1

Category	Theme	Recommendations
Customer Service	Community repairs and our localised services	1. Review and improve the customer experience for communal repairs
	Customer and landlord responsibilities to repair	2. Information to be provided to all new and existing customers about all elements of repairs
		3. Understanding the experience of vulnerable customers and those with protected characteristics and ensuring they are receiving services in a way that meets their needs
		4. Review our repairs priorities so they can better suit customers' needs and customers understand what to expect
	Hours of service and types of repairs	5. Develop a consistent and flexible service offer that's available to customers at times that suit them
		6. Customers offered flexibility when booking in repairs appointments and having a choice of when and where. Also give customers the ability to book in their own appointments
	Requesting a repair and staying in touch	7. Create a mechanism to manage complex repairs and ensuring the customer is kept up to date at all stages
		8. For customers to be able to raise repairs in a way that they want to with clear updates and communication at all stages in a method that meets their needs and avoids chase ups
	The service on the doorstep for a great experience	9. Customers have the opportunity to give feedback after every repair, in a method that suits their needs.
Our operatives	Independent living and handypersons services	10. Review and improve business processes around simple repairs for independent living schemes and localised areas

Category	Theme	Recommendations
	The service on the doorstep for a great experience	11. Deliver a great customer experience around first time fix
		12. Yorkshire Housing values, behaviours and performance standards are aligned and consistent within all repairs services
Social purpose	Community repairs and our localised services	13. Employ local people and contractors where possible

6.2 – Table 2

Recommendation	Problem Statement	Opportunity	Customer Stories
1. Review and improve the customer experience for communal repairs	Communal repair issues (e.g. with lifts) with contractors, authorisation processes and poor communication leaves customers with breakdowns at inconvenient times	Improve customer experience with communal repairs	Customer reported being without a working lift for five days over the Christmas period, meaning some disabled customers had to cancel appointments/miss work as they couldn't safely leave the building
		Reduce contacts into the organisation	
2. Information to be provided to all new and existing customers about all elements of repairs	Customers don't receive clear information about repairs when they are new to YH (how to report a repair, their responsibilities and quick fixes for minor issues) and repairs policies are not widely understood by customers	New customers are confident about repairs. Preventing unnecessary customer contacts and making things easier for customers, improving the customer experience.	Customers shared that new starter tenancy packs are either non-existent or inaccessible/confusing. They shared that for even simple repairs guidance, like setting a thermostat or boiler, we used overly technical language.
		Manage customer expectations	
3. Understanding the experience of vulnerable customers and those with protected characteristics and ensuring they are receiving services in a way that meets their needs	Customers with vulnerabilities and/or protected characteristics don't always report the same level of service satisfaction	Customers with protected characteristics report the same levels of service satisfaction	Call centre staff and out of hours teams don't always have access to full information about customers, such as disability status and customer flags. This leads to an inconsistent and frustrating experience for customers who feel we don't understand their needs or listen as they must tell us multiple times

Recommendation	Problem Statement	Opportunity	Customer Stories
	Disabled and vulnerable customers often have to tell us about their needs every time they get in touch with us, which can be very frustrating	Disabled and vulnerable customers feel we understand their needs	Customers discussed us giving EDI training for all staff, including external contractors
4. Review our repairs priorities so they can better suit customers' needs and customers understand what to expect.	Customer expectations and repair timescales don't always align	Improve satisfaction and experience by customers understanding repairs priorities	Customers feel how we define an emergency repair isn't very clear or isn't applied consistently across service areas.
		Customers understand repair timescales and call backs are reduced	
5. Develop a consistent and flexible service offer that's available to customers at times that suit them.	Customers don't always have a great and consistent customer experience	Customers have access to a great customer experience at all times	Customers shared consistent frustrations with the out-of-hours service, explaining they "seem ill-equipped and give poor advice". They suggested having a single point of contact who owns the repair from start to finish.
			"It's frustrating when you ring up and your systems haven't been updated or you have to start your story from the beginning. It places unnecessary effort on customers."
6. Customers offered flexibility when booking in repairs appointments	Customers are not offered flexibility when booking in repairs appointments, meaning they	Customers are more satisfied as they can book in repairs appointments that suit them	"We need to be able to ring up and book a repairs appointment straight away to reduce customer effort. Booking appointments needs to be a partnership rather than just dictated to the customer"

Recommendation	Problem Statement	Opportunity	Customer Stories
<p>and having a choice of when and where. Also give customers the ability to book in their own appointments.</p>	<p>sometimes must miss work and other commitments due to not having enough notice</p>	<p>Customers are less likely to miss appointments</p>	
<p>7. Create a mechanism to manage complex repairs and ensure the customer is kept up to date at all stages</p>	<p>For complex repairs that span across teams or have multiple trade elements, there is often a lack of communication between them and the customers - leading to slow or incomplete work.</p> <p>A lack of accountability and ownership.</p>	<p>Reducing the customer effort by keeping them up to date about the status of their repair until completion</p>	<p>"When a repair is raised you need to make sure someone is regularly checking it. If there are any faults, then there is someone who can proactively sort it out and improve the process. Currently there is too much reliance on handing it off to someone else and not focusing on personal responsibility. Need a team of people that monitors the works. They could also communicate with customers. "I've never had a call back about a repair e.g., guttering"</p>
<p>8. For customers to be able to raise repairs in a way that they want to with clear updates and communication at all stages in a method that meets their needs and avoids chase ups</p>	<p>It's not easy for customers to get an update about the status of their repair in a way that meets their needs</p>	<p>Customers are kept up to date about the status of their repair</p>	<p>"When you log a job – need to be clear about time-scales and set clear expectations with customer so they don't need to call up/chase back. There should also be a weekly report to suppliers for an update about where each job is. The supplier should contact the customer not YH."</p> <p>"Have an automatic notification system to keep customers up to date about the status of their repair. Both colleagues and customers can see what happened and when."</p>

Recommendation	Problem Statement	Opportunity	Customer Stories
	<p>Customers don't get an automated response when raising repairs online, meaning they often have to contact us to follow up</p>	<p>Customers know if their online repair request has been sent. This improves their experience and prevents unnecessary calls into the CEC</p>	<p>"Audit trail – that way everybody knows state of play of a job. Nothing goes to the next stage until it's signed off. We can find out exactly what's happening. Updates and communication in real-time."</p> <p>"The system currently is described as 'not fit for purpose', from customers submitting the repair, logging, booking right through to contractor booking timeslots, arranging schedules, the list goes on. The process and system need a major overhaul. Better co-ordination, communication & follow up is required at all levels."</p>
<p>9. Customers have the opportunity to give feedback after every repair, in a method that suits their needs.</p>	<p>Issues with repairs are sometimes missed because we don't ask customers after the repair if they are satisfied</p>	<p>Customers can give us timely feedback to ensure small issues don't develop into bigger problems. Further understand the themes and trends to make service wide improvements</p>	<p>We discussed how we can capture customer feedback to make sure we're giving them a good service and getting things right first time.</p> <p>"Think about how we can capture customer feedback – particularly disabled customers – to make sure we're giving them a good service and getting things right first time"</p>
<p>10. Review and improve business processes around simple repairs for independent living schemes and localised areas</p>	<p>Simple and quick fix repairs take a long time to resolve</p>	<p>Improve the experience with quick fix repairs</p> <p>Build better relationships and more trust with customers</p>	<p>"It would be a good idea to have more localised handy person services for schemes - focusing on smaller jobs and reducing customer effort to report them"</p> <p>"Handy person service should be targeted to those that need it – e.g., independent living, vulnerable customers, those with disabilities</p> <p>It would also, reduce pressure on reporting repairs and introduce a localised friendly face in the neighbourhood "</p>

Recommendation	Problem Statement	Opportunity	Customer Stories
11. Deliver a great customer experience around first time fix	Operatives don't always have the correct equipment/parts when they turn up to a job, which leads to repair delays and a poor customer experience	Repairs are completed first time, improving customer experience and satisfaction	"I've had a previous repair job where it took someone forever to find the stop cock for the water before they could even start the job"
		Improve value for money	"Contractors turning up for a listed job without the obvious equipment needed (e.g., sealant for sealing something!)"
12. Yorkshire Housing values, behaviours and performance standards are aligned and consistent within all repairs services	Customers experience different levels of service and performance from in-house and outsourced repairs teams	Improve customer experience and performance with all repairs	"Little things mean a lot. Putting the customer first and the personal touch."
	We don't always keep our promises with customers, weakening our relationship with them, reducing trust and increasing customer effort.	By keeping our promises with customers we can strengthen relationships, increase trust and reduce customer effort	"Need to improve contractors and trades attitudes when speaking with customers and discussing repairs. Need to care about standard of work! Make sure we're giving customers a good service and getting things right first time"
			"Recognition of the customer's needs is important. Make the customer feel important. Sometimes customer problems can sound quite trivial but it's sending your own personal space out of kilter and it's very important to customers when something is going wrong in your home. "
"Customers sometimes feel dictated to when speaking to Yorkshire Housing staff, they don't always feel respected or feel that YH colleagues appreciate the position they are in"			
13. Employ local people and contractors where possible	Repairs colleagues often don't understand or know the areas and customers	Supporting local people with employment opportunities and increasing social value	"We have someone working in Skipton and he knows all the customers and will stop you in the street and Morrisons and shows concern about things. We have a laugh and a joke with him, he is brilliant."

Recommendation	Problem Statement	Opportunity	Customer Stories
		To increase staff knowledge of areas and customers to make their experience better	"If you speak to the same person they understand and are invested in what's going on for you. I would rather speak to the same person and have limited hours to contact them"

Next steps

The recommendations are being sent to the Customer Voice and Review Committee on April 7th 2022, and to the Homes and Places Committee on April 11th 2022. The recommendations will directly feed into the co-design of our future repairs service starting May 2022. We will monitor these recommendations and track them against the short and long term solutions that arise during our co-design.

Damp and Mould

Damp and mould was not discussed during the repairs service scrutiny. However this will be a topic that we will take forward and explore within our co-design of the future repairs service.

Glossary

To help you understand the report more, here's some explanations of some key terms. If you'd like help understanding anything else please email customerengagement@yorkshirehousing.co.uk.

Benchmarking	Comparing our performance against other organisations' performance.
Complaints Forum	A monthly forum made up of customers. They meet to discuss and review complaints cases and key complaints performance reports. They also make sure we're meeting the Housing Ombudsman's complaints handling code.
Customer Voice and Review Committee (CVRC)	Made up of 14 customers who meet monthly to discuss the current issues and topics that matter most to them. The Chair of the CRVC sits on our Homes and Places Committee, which links directly to the Yorkshire Housing Board. This means the group has the ability to influence meaningful change and shape how we do things.
EDI	Equality, diversity and inclusion
Homes and Places Committee (HPC)	The core role of the Committee is to support the YHL Board in achieving Yorkshire Housing's five key priorities in the Business Strategy with a particular focus on Great Customer Experience and Homes and Places to be Proud of.
Protected Characteristics	As defined in the Equality Act (2010), protected characteristics protect people from discrimination. The protect characteristics are: age, sex, sexual orientation, gender, race, religion and disabilities.

Appendix

Appendix 1 – Scrutiny Scoping document – agreed 7th December 2021.

Title of Review	Repairs Service Scrutiny
Sponsor	Martyn Scott
Scrutiny Team Members	<p>Customers: [Redacted]</p> <p>Engagement Team: Susan Godbold, Joseph Suggitt, Ellie Edon, Hollie Hampshaw</p> <p>Expert: Yvonne Davies</p> <p>Change Team Champion: Iain Sutherland</p>
Purpose of the review: what do we think the scrutiny will achieve?	<p><i>“To identify the weakness that we have in order to inform the principles for service design – they will feed in to the transformation programme around people, process, technology ”</i></p> <p><i>Answering these two questions:</i></p> <ol style="list-style-type: none"> 1. <i>“What are the factors that make tenants satisfied with repairs?”</i> 2. <i>“Where are our weaknesses in our repairs services that make customers dissatisfied?”</i> <p><i>Leading to the establishment of co-designed customer service principles and a customer service charter for this service</i></p> <p><i>We will look at day-to-day reactive repairs only including caretaker repairs. Scrutiny does not include the out-of-hours service or the housing investment programmes for major works.</i></p>
Expected timescale: include potential number of meetings/interviews...	<p><i>The final report deadline is 31 March 2022.</i></p> <p><i>This will meet CVRC and HPC deadlines in April.</i></p> <p><i>We will aim to conclude our report by the end of February, so that we may test and check our assumptions in meetings with various staff and CVRC in March 2022.</i></p> <p><i>The meetings schedule is set at the end of the document.</i></p>

<p>Outcomes of the review: what do we think the outcomes can be of the review? Link to YH strategic objective</p>	<p><i>The review will produce a set of findings which will identify:</i></p> <p><i>Our strengths in our day-to-day repairs service, which lead to customers being satisfied with the service they get.</i></p> <p><i>Our weaknesses in our day-to-day repairs service, which lead customers to be dissatisfied with the service they get.</i></p> <p><i>A set of suggestions/recommendations which will shape the future road map for day-to-day repairs.</i></p> <p><i>Based on 3 main areas:</i></p> <ul style="list-style-type: none"> • <i>Social Purpose</i> • <i>Customer Services</i> • <i>Our Operatives</i> <p><i>Where we identify a problem but are not skilled enough with the technical knowledge required to find a solution, we will state the issue to be resolved and ask for officer guidance in the March consultation period.</i></p>
<p>Why are we doing this now? What are the evidence of concerns which led to this/reason for this review being chosen?</p>	<ol style="list-style-type: none"> 1. <i>The repairs transformation project is a key driver to this scrutiny project. We want customers' views at the heart of service design.</i> 2. <i>The Complaints forum have highlighted issues with contractor repairs as a key area of concern. With issues around contractor communication (internal and external), job management, quality of workmanship, compensation and internally with our own contractor management.</i> 3. <i>Because we know that not everything is right and we want to do things better.</i>
<p>What information will we look at? Think: KPIs, policies, procedures and other information. Why will it be helpful?</p>	<p><i>Complaints' forum insight.</i></p> <p><i>Complaints' data.</i></p> <p><i>Customer Satisfaction (Explain, Institute of Customer Service, transactional surveys).</i></p> <p><i>Repairs policies.</i></p> <p><i>Repairs procedures</i></p> <p><i>Customer Experience Centre data – calls, repeat calls.</i></p> <p><i>Repairs service team – any/info data</i></p> <p><i>Speak to colleagues who work in the repairs teams.</i></p> <p><i>Swarcliffe data, satisfaction data.</i></p> <p><i>Swarcliffe performance measures and penalties.</i></p> <p><i>Also need to look at regulation and social housing white paper – what are the requirements?</i></p>

	<p><i>When looking at data we will need to establish who are customers the most satisfied with? Morgan Sindall, Engie and Homeworks.</i></p> <p><i>We will compare with the Swarcliffe contract for performance benchmarking.</i></p> <p>- <i>Plan to utilise groups to split work-load and reading</i></p>
Good practice: who can we learn from in conducting this review?	<p><i>The Swarcliffe Contract</i></p> <p><i>Other housing associations' repairs services e.g. Salix (Yvonne to suggest additional examples)</i></p>
Reaching out: How will we reach out for opinions from customers who have experienced this service? (or not and why?)	<p><i>We already have significant amounts of data and insight for customer feedback about repairs.</i></p>
Including colleagues : Which colleagues should be interviewed/observed and why? Give initial suggestions – this may change when KPI and other data is received	<p><i>Homeworks repairs colleagues.</i></p> <p><i>Asset Management colleagues</i></p> <p><i>Swarcliffe contract colleagues</i></p> <p><i>Complaints team</i></p> <p><i>Customer experience Centre</i></p> <p><i>Head of Repairs</i></p> <p><i>Care-takers services</i></p>
Any site visits? Why/where?	<p><i>Swarcliffe</i></p> <p><i>Virtual visits to Homeworks and Asset Management</i></p>
Communications: What will you communicate relating to the review? When, how and to who?	<p><i>All communication is listed in the action plan.</i></p> <p><i>Martyn Scott will receive updates following each session</i></p>
Equality and diversity: How will you gather diverse views?	<p><i>CVRC representation – the CVRC have been recruited to represent all YH customer base.</i></p>
Support officers: and the role you wish them to play	<p><i>As detailed above</i></p>

<p>Risks: What are the risks from this review, and how will you mitigate them?</p>	<p><i>Biggest risks – managing expectations so that we stagger them around our plan</i></p> <p><i>Financial risks – Budget constraints</i></p> <p><i>Keep aligned to regulation and social housing white paper.</i></p> <p><i>Technology – we are bound by certain things that we can/can't do due to budgets and existing support systems.</i></p> <p><i>Satisfaction data – we have a lot of data which is not utilised well and isn't transactional. We don't have the intelligent feedback mechanism. We could make decisions and make assumptions that aren't the right thing to do.</i></p>
<p>What not to include: what areas to steer clear of and exclude from the review</p>	<p><i>Compliance (too statutory based) i.e. gas servicing, electrical testing.</i></p> <p><i>Estate or environmental services.</i></p> <p><i>Planned or investment work (including kitchen/bathrooms renovations)</i></p> <p><i>Voids (empty homes) works.</i></p> <p><i>Smaller day to day contractors.</i></p> <p><i>Out of hours service</i></p>
<p>Additional help : What support is required/offered?</p>	<p><i>Support from Yvonne Davies</i></p>